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ABSTRACT

In 1987, Delaware County Community College (DCCC) initiated the Delaware Valley Trade Enhancement Project, comprising a number of activities to promote the involvement of local firms in international trade. One of the first activities of the Delaware Valley Trade Enhancement project was a survey of over 6,000 small and medium-sized businesses in the area to determine the type of international business programs that would best serve their needs. Survey responses indicated that many of the companies expected to expand their international activities within the next five years and that they wished to enhance their employees' knowledge and skills related to international business. Subsequently, an International Trade Series targeted to small businesses was initiated, including workshops on "Importing/Exporting for the Entrepreneur," "How to Finance Your Exports Using Letters of Credit," and "How to Successfully Ship Your Product for Export." A curriculum development component of the project resulted in the development of two international business courses, in-service programs for business faculty on international trade practices and issues, and the enhancement of the library's collection of materials on international trade. A final aspect of the project focused on strengthening relations with the National Luen-Lin Institute of Technology in Taiwan, the college's "sister institution," and establishing links with Taiwanese trade organizations that could help small firms in Delaware Valley develop export businesses. Appendixes include the business survey instrument, a brochure for DCCC's Small Business Management program, and course syllabi. (JMC)

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ED309815

BUSINESS AND INTERNATIONAL EDUCATION PROGRAM

DELAWARE COUNTY COMMUNITY COLLEGE

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TABLE OF CONTENTS

Page

INTRODUCTION.....1

SURVEY OF INTERNATIONAL BUSINESS NEEDS.....3

PROGRAMS FOR BUSINESS.....3

A. Importing/Exporting for the Entrepreneur
B. How Exports Can Increase Your Profit
C. How to Finance Your Exports Using Letters of Credit

INTERNATIONALIZING THE CURRICULA.....5

A. International Business Courses
B. In-Service Training Program
C. Resource Material

ADVISORY BOARD SELECTION MEETING.....6

LINKAGE RELATIONSHIPS WITH TAIWAN.....6

APPENDICES

A. Survey of Businesses

B. Small Business Brochure

C. Workshop Evaluation

D. "Introduction to International Business" Syllabus

E. "Management in the International Environment" Syllabus

F. Advisory Committee Meeting Agenda

G. Resume of Dr. Robert J. Kaiser, Vice President
Export/Import Bank

H. Resume of Dr. Arvind Phatak, Chair
Management Department - Temple University

INTRODUCTION

The "Delaware Valley Trade Enhancement" project had four goals:

* To offer seminars and workshops on import/export to small and medium-sized businesses in Delaware, Chester, and Montgomery counties to increase the number who engage in international trade.

* To develop materials to add international trade courses to the curriculum at Delaware County Community College.

* To provide in-service training to all business faculty at Delaware County Community College about international business practices and trade issues and to increase the College's library and educational media holdings on international trade.

* To strengthen the developing "sister" institution relationship between Delaware County Community College and the National Luen-Lin Institute of Technology in Taiwan.

In order to accomplish these goals, DCCC established "Agreements" with the Delaware County Partnership for Economic Development and the Chester County Development Council to improve the knowledge base and technical skills of small and medium-sized businesses so that an increased number of them will enter the arena of international trade. The two organizations involved in "Agreements" were charged with economic development in their counties, providing coordination between business groups, and linking the activities of the public and private sectors to enhance growth. The College's Valley Forge Training Center was also used to provide and promote the small business component of the project.

All of the goals of the "Delaware Valley Trade Enhancement" project were accomplished. The most successful activities involved DCCC's efforts to bring an international perspective to the life of the College. In August 1987 an office of international studies was created. The responsibilities of this new office include:

* providing liaison with sister colleges,

* coordinating international grants and programs,

* providing a central resource for international educational activities,

* serving on local, state, national, and international committees dealing with international education,

* creating a greater sense of internationalism at the College,

- assisting the president in the development of international relationships, and

- supervising the international education budget.

DCCC also became a member of Community Colleges for International Development, a consortium of thirty-four U.S. and Canadian community colleges. CCID sponsors international programs in study abroad, exchanges, and professional development. A policy on international exchanges has also been developed to facilitate student and faculty exchanges. These actions will have a long-term effect on DCCC's curriculum and institutional perspective.

SURVEY OF INTERNATIONAL BUSINESS NEEDS

During the fall semester, a Survey (Appendix A) was mailed to over 6,000 small-and medium-sized businesses in the Delaware Valley to determine what type of international programs would best meet their requirements. The Survey was sent to the members of the Chester County, Delaware County and Main Line Chambers of Commerce, the Small Business Association of Delaware Valley, as well as to a selected list of potential exporters provided by the U.S. Department of Commerce.

The response to the Survey indicated that numerous companies expected to expand their international activities within the next five years. Furthermore, they wished to enhance their employees' knowledge and skills related to international business. The key positions which would be available to graduates of a proposed two-year A.S. Degree in International Business would be in sales/ marketing, exporting, traffic management and documentation.

The skill areas which would be most in demand by our Survey respondents included:

1. Reading and Preparing Letters of Credit
2. Documentation
3. International Marketing
4. Relations with Banks
5. Transportation
6. Introduction to International Business

PROGRAMS FOR BUSINESS

An International Trade Series targeted to small businesses was given by our Center for Development of Human Resources during the 1987 winter/spring semester. The Series was promoted through a special section in our newsprint all-county mailer which promotes all classes and activities. This publication was sent to 250,000 households. A special "Small Business Management" brochure mailing also featured our international business workshops. This brochure was mailed to a list of small businesses purchased from Dun & Bradstreet.

The International Trade Series was co-sponsored by the following organizations:

BDP International, Inc.
Delaware County Chamber of Commerce
E.I. DuPont DeNemours & Co.
Mellon Bank
Small Business Administration
Small Business Association of Delaware Valley
U.S. Department of Commerce

A. IMPORTING/EXPORTING FOR THE ENTREPRENEUR

This group of workshops was offered over six Monday evenings. It was designed to define what the new exporter/importer needs to know about international trade. Some of the key topics covered included:

Selecting your product
Finding reliable trade representatives
Estimating costs in advance
Contracts and agreements
Letters of credit and other methods of payment
Documentation/finalizing your trade transaction

The instructor was Harry S. Chilingerian, President of H.S.C. Foreign Trade Services, Inc. and Export Secretary, Delaware County Chamber of Commerce. Twelve students attended this class and rated the overall workshop content outstanding and the instructor excellent. See Appendix D for a sample rating evaluation form.

B. HOW TO FINANCE YOUR EXPORTS USING LETTERS OF CREDIT

This workshop was designed in response to the information provided by survey respondents. Letters of credit were included in "Importing/Exporting for the Entrepreneur," however, this one-night course was constructed to meet the requirements of those persons who wanted this single topic covered in more depth.

The specific topics included:

Payment procedures and associated risks
Letters of credit
Comparison of financing forms
Factors affecting payment terms

The instructor was John Duffin, Trade Manager for Mellon Bank, who used as his text "Letters of Credit and International Payment Procedures" from the International Trade Services Handbook provided by Mellon Bank (East). The text provided by Mellon Bank was outstanding and it is the one used by them in their training programs. Six students attended the course, and the workshop and instructors were both ranked as excellent. Student suggestions included the recommendation that it become a regular course.

C. HOW TO SUCCESSFULLY SHIP YOUR PRODUCT FOR EXPORT

This workshop was also designed to meet the needs of those who answered our Survey. Although this information was included in our "Importing/Exporting for the Entrepreneur" series, enough people requested this aspect to offer it alone.

The subjects discussed included:

Packaging
Shipping and collection documents
Licensing required
Assistance available from federal and state governments

The instructors were Anthony Castrovillo, Accounts Manager for BDP International, Inc. and Bruce Williamson, International Distribution Coordinator for E.I. Dupont De Nemours & Co. Both of the instructors brought their day-to-day experiences in exporting into the classroom. Eight students enrolled in the class.

INTERNATIONALIZING THE CURRICULA

This portion of the project consisted of three components: (A) development of two international business courses; (B) faculty inservice programs on international trade issues; and (C) adding international materials to the resource collections of the library.

A. International Business Courses

Two, three-credit courses have been designed to add to the Business Management curriculum. They were approved by the college advisory system to be offered during the winter 1988 semester. The course topics were selected as a result of the responses to the International Business Survey and after a review of the international business curricula at selected community colleges with established programs. The two courses are "Introduction to International Business" and "Management in the International Environment."

B. In-Service Training Program

Two, three-hour seminars were held during the school year to acquaint the business and business-related faculty with the rationale for incorporating international units within their classes. Dr. Arvind Phatak, Professor of Management and International Business Administration and Chair, Management Department of Temple University, addressed the faculty on the importance of global trade and its effect upon our economy.

Approximately thirty faculty attended the two seminars; the percentage was an 80% attendance rate for part-time faculty and 90% for full-time. The books and instructional material left by Dr. Phatak were circulated among the faculty. All of the attendees expressed interest in developing international modules and receiving additional information about international operations.

C. Resource Material

International resource material which included books, periodicals and journals were ordered for our library. These books will be used as references for classes in international courses and workshops. In addition, several maps were donated to the school for classroom use. Appropriate international films were rented as well.

ADVISORY BOARD SELECTION MEETING

An international trade seminar was held in February 1987. Its primary purpose was to identify people who would serve on our advisory committee. Robert J. Kaiser, Vice President of the Export/Import Bank's Marketing and Program Development Division was the speaker. Mr. Kaiser discussed the role of the Export/Import Bank in global trade and answered numerous questions about financing exports. He also met with an economics class after the meeting.

LINKAGE RELATIONSHIPS WITH TAIWAN

In May 1987, Jane Malloy, the project director; Richard D. DeCosmo, DCCC's president; and Paul McQuay, Dean of Career Education traveled to Taiwan to (1) solidify and enhance the sister relationship between the College and National Luen-Lin Technical Institute, and (2) meet with several organizations which could assist small and medium-sized businesses in expanding their trade activities.

President Tien-Jin Chang of the National Luen-Lin Technical Institute and his faculty escorted the visitors on a tour of the Institute. The tour provided the opportunity to note many similarities and differences between the two schools. The cultural variances were significant - length of school day, artistic and aesthetic values, attitude toward education, selection of students, etc. Several meetings were held with Dr. Chang and his staff to identify effective future faculty exchanges and methods which could assist both colleges in developing lasting educational and cultural activities.

DCCC has hosted two international exchange faculty from the National Luen-Lin Technical Institute. The first, Lin-Feng-Jhy, a professor mechanical engineering, arrived during the summer of 1987 and remained until August. Mr. Lin studied educational methods, delivery systems, and curriculum development and

planning for technologies and engineering. He also visited local businesses and industries. The second exchange visitor, Tzeng Chuan Huei, is currently in residence at DCCC. Head of the practice department and instruction of mechanical drawing at Luen-Lin, he is taking courses in robotics, computer-aided drafting, and English as a second language at DCCC. In addition, Mr. Tzeng attends graduate school at Temple University and is working toward a masters degree in pedagogy.

Dr. Sun Chen, President of National Taiwan University, provided another view of education in Taiwan. He introduced the visitors to two department chairs, Dr. Charng-quey Le, Business Administration, and Dr. Yu-tsug Lin, Finance. They described how their departments were managed and explained specific curricula.

The Ministry of Education, another stop, provided an overall view of how higher education was funded and managed in Taiwan. It was interesting to note that all funding and student selection standards were provided by the government.

In order to obtain information about trade organizations which could be used in encouraging exportation by small businesses in the Delaware Valley, a number of trade organizations were visited. A representative of the American Institute of Taiwan reviewed the agenda proposed for explaining business linkages with Taiwan. He provided names of specific individuals to see in each instance and suggested various methods to help enhance trade with the Delaware Valley.

The Taipei Director of the Tai Poly Grereich met with us and expresses interest in importing American products. He provided an informal list of products he thought would be successful. He also showed us a variety of products he had ready for export.

At the Taipei World Trade Center, the Director presented a slide presentation about the Center and its proposed expansion to include everything an importer/exporter might need. Our tour of the building included six floors of exports and the seventh reserved for imports.

Upon our return to the United States, the Taipei World Trade Center Director followed up by sending several types of brochures explaining how to export to Taiwan and display merchandise. A video tape was also sent featuring the Trade Center and its Taipei locale. These materials will be shared with the local economic development agencies, as well as being used in workshops and courses at DCCC.

The College's delegation also met with several representatives at the China External Trade Development Council to determine how we could assist them in meeting their import needs. They noted that there were few attendees at their exhibitions about their product needs during a recent visit to New York. We offered to assist them to meet with industries in our area.

At the Council for Economic Planning and Development, we met with the Vice Chairman of the Council and several of his assistants. They showed us a film about Taiwan and its economy. Then, we discussed ways in which we might increase trade - specifically, what Taiwan wants to import, trading restrictions, and future government plans.

The director of the American Chamber of Commerce explained to us how the Chamber operated in Taipei. His discussion of the cultural differences was most interesting. There is an international exchange among the Chambers of the world. They will assist other members in locating required exports/imports.

The DCCC delegation also visited several parts of Kaohsiung Industries.

SURVEY OF INTERNATIONAL BUSINESS NEEDS

The purpose of this survey is to help Delaware County Community College assess the specific needs of the business community pertaining to international business-related educational and support services. During the next year, we will offer workshops and design courses based on your response.

We would appreciate your taking a few minutes to complete this survey. Please send the information to Jane A. Malloy, Project Director, Delaware County Community College, Media Line Road, Media, Pa 19063. Thank you.

PLEASE CIRCLE THE CORRECT RESPONSE.

1. What is the nature of your organization?
   (1) Manufacture
   (2) Service
   (3) Retail
   (4) Transportation or Distribution
   (5) Wholesale
   (6) Other (please specify) _____

2. What percentage of your organizational business activity is international?
   0 - 100% _____ .

3. What are the number of your employees who are involved in international activity? _____ .

4. Does your company expect to expand its international activities in the next five years?
   (1) Yes (2) No

5. In your firm is there a general need to expand your employees' knowledge and skills related to international business?
   (1) Yes, very much
   (2) Yes, somewhat
   (3) No

6. Would your employees be interested in either or both of the following?
   (1) Non-Credit seminars/courses
   (2) Courses leading to a two-year college degree

(over)

PLEASE CIRCLE THE CORRECT RESPONSE.

7. If we were to offer a two-year A.S. Degree in International Business, would any of these positions be available to these graduates in your company?

(1)	super. of intern'l operations	(9)	sales executive
(2)	export	(10)	traffic managers
(3)	business analyst	(11)	credit managers
(4)	traffic department clerk	(12)	admn. of mktg.
(5)	document coordinator	(13)	internship
(6)	admin. asst. in sales/mktg.	(14)	purchasing/sales desk
(7)	intern's specialist	(15)	marketing specialist
(8)	documentation clerk	(16)	advertising

8. If Delaware County Community College were to offer seminars, workshops, or courses for your employees, which areas would best address your firm's needs? *(Please rank each of these areas on the following scale of one to five with one representing the least priority and five representing the highest.)*

	NOT AT ALL IMPORTANT		SOMEWHAT IMPORTANT		VERY IMPORTANT
Reading and preparing letters of credit	1	2	3	4	5
Relations with banks	1	2	3	4	5
Documentation	1	2	3	4	5
Bills of lading	1	2	3	4	5
Transportation	1	2	3	4	5
Ocean freight	1	2	3	4	5
Converting currency	1	2	3	4	5
Customs	1	2	3	4	5
Licenses	1	2	3	4	5
Import duties	1	2	3	4	5
Business oriented language courses	1	2	3	4	5
International finance/banking	1	2	3	4	5
Orientation to foreign culture and comm. traditions/business techniques	1	2	3	4	5
International marketing	1	2	3	4	5
Introduction to international business	1	2	3	4	5
Comparative economics	1	2	3	4	5

Other (Please specify) _____

_____

Small Business Management

INDEX

- Cash in on Crafts
- Catering, Own & Manage
- Catering, Problem Solving
- Childcare, Program in Home
- Coming Attractions
- Consulting Business, Start
- Consulting, Legal & Account
- Customer Skills
- Day Care Center Business
- Employee Benefits
- Entrepreneurship, Explore
- Expansion Strategies
- Exporting, Increase Profits
- Exports, How to Finance
- Exports, Ship Product
- Financial Management
- Franchises
- Importing & Exporting
- Mail Order Business
- Management Development Series
- Operational Planning
- Personnel, Productive Dev.
- Recordkeeping & Taxes
- Restaurant, Own & Manage
- Retirement Planning
- "Right to Know" Law
- Sales & Marketing
- Service Business
- Small Business Overview
- Small Business Series
- Starting a Small Business
- Tax Reduction Strategies
- Tax Reform Act of 1986
- Telemarketing
- Typing & Word Processing
- Valuing a Business
- Veterans Pre-Business Workshop

SMALL BUSINESS MANAGEMENT PROGRAM:
Courses offer practical skills, technical knowledge and managerial insights to those actively involved in management of small business, or to those considering entrepreneurship.

Presented by
DELAWARE COUNTY COMMUNITY COLLEGE
Center for Development of Human Resources
Co-sponsored by
Small Business Administration
Delaware County Chamber of Commerce
Small Business Association of Delaware Valley

INTERNATIONAL BUSINESS

Delaware County Community College announces two new international business courses: "Introduction to International Business" and "Management in the International Environment."

These credit courses are recommended for persons interested in exporting/importing products or services, exploring a career path in international trade and/or gaining knowledge about the unique aspects of international management.

Classes have been conveniently scheduled for day and evening. For a complete course list, please call DCCC's Admissions Office at 359-5050.

Non-Credit International Trade Seminars are also a part of DCCC's International Studies Program.

INTRODUCTION TO INTERNATIONAL BUSINESS

This course will provide an overview of the major issues affecting international business. The main emphasis will be on the rationale for global trade and the differences between international and domestic operations. The course also will present specific information about how to export/import products or services. Topics covered include:

- Scope of International Trade
- Rationale for Foregn Investment
- International Monetary System
- Global Trade Organizations
- Physical Environment
- Political Risk Assessment
- Competition/Distribution
- Economic Analysis
- Export Practices and Procedures

MANAGEMENT IN THE INTERNATIONAL ENVIRONMENT

This course will investigate the external political, cultural and economic forces operating on the practice of management in the multinational firm. Students will examine how current global events influence the manager. They will also analyze various methods of motivating/compensating employees of different cultural backgrounds. Topics covered include:

- Market Analysis
- Cultural Differences
- Financial and Legal Concepts
- Balance of Payments
- Countertrade
- Worldwide Product Standards
- Labor Requirements
- Planning and Organizing
- Control and Evaluation

INTERNATIONAL TRADE SEMINARS

Find out what you need to know before making a decision to import or export. Topics include: product selection, finding reliable representatives overseas, estimating cost in advance, contracts and agreements, letters of credit, documentation and processing of formalities, and finalizing your trade transaction.

Learn what to do about problems in collecting payments. Decide how and when to use letters of credit; compare various forms of financing, including cash in advance, open accounts, consignments, and sight, time or date drafts; and determine what factors affect appropriate terms of payment.

Find out how to package your product for the carrier, what shipping and collection documents must accompany it, what type of licensing is required, and what help is available from the federal and state governments. Includes materials covering these topics.

SCALE: 1 = low or poor to 5 = high or excellent NA = not applicable

	1	2	3	4	5
1. Overall workshop rating					
2. Overall workshop content					
a. Relevance of content ot your own expectations or objectives					
b. Correlation of stated objectives to actual topics covered					
c. Match between topics and activities					
d. Level of course: 1= too basic; 3 = OK; 5 =too long					
3. Overall performance of instructor					
a. Ability to present material clearly					
b. Style of presentation					
c. Knowledge of subject					
d. Skill in illustrating practical application of instructional content					
e. Effectiveness of visual aid (flip charts, slides, etc.)					
f. Effectiveness of handouts and instructional materials					

Comments and suggestions.

COURSE SYLLABUS

I. Course Number and Title:

Business 298, Introduction to International Business

II. Credit Hours; Contact Hours:

Three credit hours. One hundred sixty-five minutes per week.

III. Length of Course:

16 weeks

IV. Catalog Description:

This course will detail practical terminology, concepts, associations, relationships and issues that are unique to business operations in the international sector. Its focus is on general considerations for business operating simultaneously in many different and constantly changing environments.

V. Prerequisites:

Student in third semester.

VI. Clientele for the Course:

A. Students who are majors in other business programs or other disciplines who desire to add an international perspective to their backgrounds.

B. Students employed with firms engaged in international trade who desire to improve their job performance and advancement opportunities.

C. Students employed in domestic-oriented social and business organizations who desire to add an international perspective to their backgrounds.

VII. Topical Outline of Course Content:

1. Introduction to International Business

1.1 Definition

1.2 History

1.3 Terminology

2. International trade and foreign investment

   2.1 Volume of current trading

   2.2 Major trading partners

   2.3 Major products

   2.4 Types of foreign investment

   2.5 Rationale for foreign investment

   2.6 Foreign markets - how to enter

3. Major International Trade Theories and Economic Development

   3.1 Theories

   3.2 Restrictions

   3.3 Economic development

4. International Organization

   4.1 United Nations

   4.2 World Bank

   4.3 International Monetary Fund

   4.4 General Agreement on Tariffs and Trade (GATT)

   4.5 Organization of Petroleum Exporting Countries (OPEC)

   4.6 International Organization for Standardization (ISO)

   4.7 European Community (EC) (Common Market)

5. International Monetary System

   5.1 Gold standard

   5.2 Floating currency

   5.3 Significance

6. Physical Environment

6.1 Location

6.2 Topography

6.3 Climate

6.4 Natural resources

7. Political Environment

7.1 Government ownership of business

7.2 Nationalism

7.3 Government protection

7.4 Traditional hostilities

7.5 Country risk assessment

8. Competition/Distribution

8.1 Reasons for competition

8.2 Analysis

8.3 Channel choices

9. Economic Analysis

9.1 Gross national product/capital

9.2 Income distribution

9.3 Socioeconomic-population dimensions

9.4 Industry size

10. Export Practices and Procedures

10.1 Assessing export potential of a product

10.2 Locating Foreign markets

10.3 Payment and Financing

10.4 Procedures

10.5 Shipments

11. East - West Trade

11.1 East - West Economic Relations

11.2 Sales to East

11.3 How to be paid

VIII. Course Objectives

Upon successful completion of this course, the student should be able to:

1. Discuss the historical growth of international trade.
2. Distinguish between the major international trade theories.
3. Determine what type of trading assistance international organizations offer.
4. Explain the rationale for the international monetary system and how it affects exports/imports.
5. Assess the physical forces which shape the foreign environment.
6. Identify the necessary economic analyses which should be completed before trading or investing in another country.
7. Be aware of the various export practices and procedures.
8. Examine East - West trade and its effect on economic relations.

IX. Evaluative Criteria: To determine the degree to which students have met the course objectives:

Five unit tests to cover the major concepts	70%
Class participation and assigned projects	30%

X. Required Textbook:

Ball, Donald A. & McCulloch, Jr., Wendell H. 1985. International Business Introduction and Essentials. Plano, TX, Business Publications, Inc. Recommended Reading: Terpstra, Vern and David, Kenneth. 1985. The Cultural Environment of International Business. Cincinnati: South-Western Publishing Co.

XI. Approval of the College Governance System. 11/87

COURSE SYLLABUS

I. Course Number and Title

Business 299, Management in the International Environment

II. Credit Hours; Contact Hour:

Three Credit hours. One hundred sixty-five minutes per week.

III. Length of Course:

16 weeks

IV. Catalog Description:

This course will provide an overview of the external political, cultural, and economic forces operating on the practice of management in the multinational firm. In addition, the internal management will be examined to provide an understanding of both the functional areas and the overall administration of the firm.

V. Prerequisites:

Student in third semester.

VI. Clientele for the Course:

A. Students who are majors in other business programs or other disciplines who desire to add an international perspective to their backgrounds.

B. Students employed with firms engaged in international trade who desire to improve their job performance and advancement opportunities.

C. Students employed in domestic-oriented social and business organizations who desire to add an international perspective to their backgrounds.

VII. Topical Outline of Course Content:

1. Background of International Business

1.1 Position of manager

1.2 Perspectives on Activities

1.3 Business Structures

1.4 Unique Aspects

1.5 Mission Statement

2. Marketing Management

2.1 Assessment and analysis

2.2 International

3. Significance of Sociocultural Differences

3.1 Definition - culture

3.2 Significance/functions

3.3 Sociocultural components

4. Legal Concepts Affecting Management

4.1 Antitrust-restrictive trade practices

4.2 Quotas

4.3 Confiscation

4.4 Product liability

4.5 Price and wage controls

4.6 Common or civil law

5. Key Financial Aspects of Management

5.1 Balance of payments

5.2 Inflation

5.3 Fluctuation of currency exchange rates

5.4 Sales without money

6. Production system

6.1 Worldwide standardization

6.2 Local production system

7. Labor

7.1 Considerations

7.2 Personnel needs

7.3 Motivation

7.4 Quality circles

7.5 Robotics

7.6 Compensation

8. Planning and Organizing

8.1 Global planning

8.2 International division

8.3 Global corporation

9. Control and Staffing

9.1 Decision location

9.2 Reporting

9.3 Evaluation

9.4 Sources of managers

9.5 Selection and training

9.6 Compensation

9.7 Training/education

9.8 Impact of religion/values on business policy

VIII. Course Objectives:

Upon successful completion of this course, the student should be able to:

1. Investigate special problems confronting international managers.

2. Discuss the differences among international markets.

3. Explain how sociocultural differences affect business.

4. Determine the major legal and financial problems which might affect business.

5. Analyze the available labor pool.

6. Examine planning and organizational global functions.

7. Be aware of the unique international control and staffing considerations.

IX. Evaluative Criteria: To determine the degree to which students have met the course objectives:

1.	Two unit tests to cover the major concepts	40%
2.	Class participation and discussion of assignments.	20%
3.	Current event paper/presentation to relate the text concepts to the environment.	10%
4.	Paper/presentation about a country to analyze its investment opportunities for a manager culturally, politically and economically.	30%

X. Required Textbook:

Roback, Stepan H. and Simmonds, Kenneth. 1983. International Business and Multinational Enterprises, Third Edition, Homewood, IL: Richard D. Irwin, Inc.

XI. Approval of College Governance System. 11/87

Agenda
International Trade Breakfast
February 27, 1987
8:00 a.m., Rm. #411 - L Building

1)	Welcoming remarks	Dr. Richard DeCosmo President
2)	Introduction of speaker	Jane Malloy Program Director
3)	Export/Import Banking	Robert J. Kaiser, V.P. Marketing & Program Dev.
4)	International Trade Programs	
	Intro. to International Bus.	John Carroll, Dean Bus. & Public Service Div.
	Mgt. in the International Environment	
	How Exporting Can Increase Your Profits	Richard Walsh, Dean Community Education
	How to Finance Your Exports Using Letters of Credit	
	How to Successfully Ship Your Products for Export	
5)	Linkage of Trade Promotion and Faculty Exchange with National Luen-Lin Technical Institute	Paul McQuay, Dean Applied Science
6)	Recommendations or Discussion Concerning Future International Programs.	

APPENDIX G

Robert J. Kaiser
Vice President
Marketing and Program
Development Division

Robert J. Kaiser is Vice President of Eximbank's Marketing and Program Development Division.

Before assuming his current position, Mr. Kaiser was a senior loan officer in the Asia Division. Previous to that he held a similar position in Eximbank's Europe and Canada Division.

Prior to joining Eximbank in 1975, Mr. Kaiser spent 18 years in the commercial banking and investment fields. In addition to his responsibilities at Eximbank, Mr. Kaiser is an Adjunct Professor in the Karl F. Landegger Honors Program in International Business Diplomacy, School of Foreign Service, Georgetown University. He also serves as a member of that school's Executive council.

Mr. Kaiser is a graduate of Georgetown University and holds a Masters Degree in International Affairs from New York University. He is married, has three sons and resides in Maryland.

July 1986

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September 1986

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EDUCATIONAL BACKGROUND

BSc, M. S. University of Baroda, Baroda, India, 1956
MSW, M. S. University of Baroda, Baroda, India, 1959
MBA, Temple University, Phiadelphia, PA, 1963
PhD, University of California at Los Angeles, 1966

FULBRIGHT AWARD

Fulbright Senior Research Fellowship for research on Indo-U.S. Joint Ventures in India in January-June 1986. (Four Senior Research Fellowships for India in all fields were given for 1985-86)

OTHER AWARDS

Beta Gamma Sigma, UCLA, 1965
Distinguished Scholarship, UCLA, 1964, 1965, 1966
Distinguished Faculty Award, School of Business Administration Alumni Association, Temple University, 1984

WORK EXPERIENCE

1974 -	Professor of Management and International Business Administration, School of Business Administration, Temple University
1978 - 1981	Chairman, Management Department, Temple University
1978, Spring	Visiting Professor of Management and International Business, The Wharton School, University of Pennsylvania.
1977, Spring	Visiting Professor of Management and International Business, The Wharton School, University of Pennsylvania
1982, Spring	Visiting Professor, Anglican Regional Management Center, London, England
1984, Fall	Visiting Professor of Management and International Business, The Wharton School, University of Pennsylvania
1985, Spring	Visiting Professor of Management and International Business, The Wharton School, University of Pennsylvania
1985, Fall	Visiting Professor of Management and International Business, The Wharton School, University of Pennsylvania

1972 - 1977	Director, International Business Program, Temple University
1969 - 1974	Associate Professor of Management, Temple University
1966 - 1969	Assistant Professor of Management, Temple University

CONSULTANT AND LECTURER

Federal Reserve Bank of Philadelphia, The American College, Department of Commerce, Department of State, American Management Association, Anglican Regional Management Center (United Kingdom), and other profit and non-profit organizations.

Presented seminars on Strategic Planning and International Management in USA, Europe, and Asia.

Consultant to American and Indian companies on technology transfer from the USA to India.

COURSES TAUGHT AT PhD. GRADUATE. AND UNDERGRADUATE LEVELS

Business Policy
Strategic Planning
Operation of the Multinational Firm
International Comparative Management Systems
Organization Theory
Principles of Management
Multinational Organizational Strategy

Consistently receive very high student evaluations of teaching quality.

BOOKS

Cases in Strategic Management, (co-author), John Wiley & Sons, Inc., forthcoming.

Strategic Management: Text and Cases, (co-author) John Wiley & Sons, Inc., 1985. (A book on strategic planning and corporate strategy)

International Dimensions of Management, Kent Publishing Company, 1983.

Managing Multinational Corporations, Praeger Publishers, 1974.

Evolution of World Enterprises, American Management Association, 1971. (A book based on research in 14 American and 26 European multinational corporations)

MONOGRAPH

Building Bridges to Eastern Europe and Mainland China, (ed.), Temple University, 1971.

ARTICLES

"Profits in Communist Industry--Soviet Style," Economic and Business Bulletin (1967).

"Environmental Constraints and Managerial Problems in a Developing Economy, A Case Study of India," Management International Review (1968).

"Some Problems of Public Sector Enterprises in India: A Research Survey," Indian Administrative and Management Review (October-December, 1968).

"American Managers' Attitudes--Authoritarian or Permissive," University of Washington Business Review (Spring 1969).

"Some Causative Factors of Poor Performance of Government Owned Firms in India," Management International Review (1969).

"Managerial Attitudes in the United States and India," Economic and Business Bulletin (Summer, 1969).

"Governmental Interference and Management Problems of Public Sector Firms," Annals of Public and Cooperative Economy (1970).

"Management Practices of Industrial Enterprises in Mexico," (with Glenn Boseman). Management International Review (February 1978).

"Carrying the Safety Training Load: Tips for All Managers," (with J. S. Milutinovich). Industrial Engineering (November 1978).

"A Note on Currency Problems in International Marketing," in Hans Thorelli and Helmut Becker, eds., International Marketing Strategy, Pergamon Press, 1980.

"Evolution and Role of the Corporate Environmental Affairs Function," (with Raj Chaganti) in Lee E. Preston, ed., Research in Corporate Social Performance and Policy, Greenwich, CT: Jai Press Inc., Vol. 6, 1983.

"Management Policy, Decentralization and Effectiveness of Firms Operating in Mexico," (with Glenn Boseman). Management International Review, #3, 1984.

"International Executive Compensation," (with R. Chandran and Richard Ajayi) in New Perspective on Compensation, Prentice-Hall, forthcoming.

"Transborder Data Flows: Issues & Implications For Multinational Corporations" (with R. Chandran and R. Sanbhariya), Business Horizons, Forthcoming.

PAPERS PUBLISHED IN CONFERENCE PROCEEDINGS

"Supply and Demand of Managerial Requirements in 1990," (with Tom Tirney). Proceedings of the Academy of Management National Meeting, August 1970 (Refereed).

"Global Planning in Multinational Firms," Proceedings of Eastern Academy of Management, May 1977 (Refereed).

"An Empirical Study of Subsidiary Parent Relationships in the Planning Function," (with Glenn Boseman). Proceedings of the Academy of Management National Meeting, August 1977 (Refereed)

"An Empirical Study of MNC Ownership and Integration of Foreign Subsidiary Operations," (with Glenn Boseman). Academy of International Business National Meeting, August 1977 (Refereed).

"Employee Satisfaction in Mexican Subsidiaries of U.S. Firms," (with Glenn Boseman). The RMCLAC Conference, 1980 (Refereed).

"Management-Policy, Organization Structure, and Effectiveness," (with Glenn Boseman). Eastern Academy of Management, 1980 (Refereed).

"Multinational Trade and Product Liability," (with Rajan Chandran). Academy of International Business Asia-Pacific Conference, December 1982 (Refereed).

"Internationalizing the Ownership of Multinational Corporation," Academy of Management National Meeting, August 1984 (Refereed).

PRESENTATIONS AT PROFESSIONAL MEETINGS

"Supply and Demand of Managerial Requirements in 1990," (with Thomas Tirney). Academy of Management National Meeting (August 1970).

"Factors Influencing the Survival and Growth of European Multinational Companies," Academy of International Business National Meeting (December 1970).

"Global Planning in Multinational Firms," Eastern Academy of Management (May 1971).

"Transfer of Management Practices: A Case Study of Industrial Enterprises in Mexico," (with Glenn Boseman). Academy of International Business National Meeting, San Francisco (December 28, 1974).

Discussant of paper presented by Professor Malcolm S. Salter of Harvard University entitled "Manpower Planning Priorities in Emerging Multinationals," and of another paper by Professors Duane Kujawa and Michael Jay Jadal of Georgia State University entitled "Innovations in Industrial Relations of Foreign Direct Investors in the U.S." At the 1974 Annual Meeting of the Academy of International Business (December 29, 1974).

"Multinational Corporate Planning in a World of Nation States," 12th International Meeting of TIMS, Kyoto, Japan (July 26, 1975).

"A Study of the Relationship Between Organization and Strategy in American Multinational Corporations," (with Glenn Boseman). AIDS National Meeting, Chicago (October 20, 1977).

"An Empirical Study of Sudsidiary Parent Relationship in the Planning Function," (with Glenn Boseman). Academy of Management National Meeting, Orlando, FL (August 15, 1977).

"An Empirical Study of MNC Ownership and Integration of Foreign Subsidiary Operations," (with Glenn Boseman). Academy of International Business National Meeting, Orlando, FL (August 17, 1977).

"An Empirical Study of the Integration and Coordination of Foreign Subsidiaries by U.S.-Based Multinational Corporation," (with Glenn Boseman). ORSA-TIMS National Meeting, Atlanta, GA (November 9, 1977).

"Management of an Efficient Safety Training System in Organizations," (with J. S. Milutinovich). Joint ORSA/TIMS National Meeting, Los Angeles, CA (June 1978).

"A Study of Managerial Practices of Japanese Owned Subsidiaries in the U.S.A.," (with Georgio Inzerilli). Academy of International Business National Meeting, Las Vegas, NV (June 18, 1979).

"Employee Satisfaction in Mexican and Mexican Subsidiaries of U.S. Firms," (with Glenn Boseman). Paper presented at the 1980 RMCLAC Conference.

"Multinational Trade and Product Liability," (with Rajan Chandran). Academy of International Business National Meeting, New Orleans, LA (October 21, 1980).

"Management Policy, Organization Structure, and Effectiveness," (with Glenn Boseman). Eastern Academy of Management, Buffalo, NY, 1980.

"Teaching International Management: Teaching and Learning Methodology," Academy of Management National Meeting, San Diego, CA (August 3, 1981).

"How to Involve Management in the OR/MS MIS," (with Jugoslav S. Milutinovich). ORSA/TIMS Joint National Meeting, Houston, TX, 1981.

"Multinational Trade and Product Liability," (with Rajan Chandran). Academy of International Business Asia-Pacific Conference (December 1982).

"Transborder Data Flows: Issues and Implications," (with Rajan Chandran and Rakesh Sambharya). Academy of International Business International Meeting Mexico City (April 9, 1983).

"Sources, Preparation and Integration of Managers in U.S. based Multinational Firms," (with Richard Stone and Evonne Kruger). Presented at the Academy of International Business National Meeting, San Francisco, CA, December 1983.

"Internationalizing the Ownership of Multinational Corporations," Academy of Management National Meeting, Boston, MA, August 1984.

"Relationship Between Foreign Direct Investment and Political Instability," (with Braimoh Oseghale and Rajan Chandran). Academy of International Business National Meeting, Cleveland, OH, October 1984.

"An Extension of the Eclectic Theory of Foreign Direct Investment," (with Jim Talaga and Rajan Chandran). Academy of International Business National Meeting, New York City, NY, October 1985.

REVIEWER OF ARTICLES FOR JOURNALS AND CONFERENCES

Reviewer for specal issue of Journal of International Business Studies on Comparative Management, Fall 1982.

Reviewer for Journal of International Business Studies, 1983, 1984, 1985.

Reviewer for Academy of Management National Meeting, International Management Divison, 1983, 1984, 1985.

BOOK REVIEW

Book review of Tom Peters and Nancy Austin, "A Passion for Excellence," The Journal of Accountancy, November 1985.

COMMITTEE ASSIGNMENTS

Served on several university, college, and departmental program development, administrative, search committees, and task forces either as chairman or member, e.g., Promotion and Tenure, Graduate Affairs, Budget, Research and Study Leaves, Long Range Planning, Undergraduate Affairs, Merit, University Athletic Council, etc.

DOCTORAL COMMITTEES CHAIRED

Chairman, PhD Thesis Committee of Dr. Jack Dugan, School of Business, Temple University. Thesis completed summer 1983. The Thesis received the Doctoral Dissertation Award given by the Academy of International Business, October 1984.

Chairman, PhD Thesis Committee of Mr. Rakesh Sambharya, School of Business, Temple University. Thesis completed fall 1985.

Chairman, PhD Thesis Committee of Mr. Ray Son Yeh, School of Business, Temple University. Thesis completed fall 1985. Thesis was a finalist (best three) in Academy of Management Doctoral Dissertation Award Competition, 1986, and also a Finalist in the Academy of International Business Doctoral Dissertation Award Competition, 1986.

Chairman, PhD Thesis Committee of Mr. Ray Patel, School of Business, Temple University. Thesis completed fall 1985.

Chairman, PhD Thesis Committee of Mr. Jafour Chowdhury, School of Business, Temple University.

DOCTORAL COMMITTEE MEMBER

Member, PhD Thesis Committee of Dr. Farok Contractor, Wharton School, University of Pennsylvania. Thesis completed spring 1979.

Member, PhD Thesis Committee of Dr. Jack Reich, School of Pharmacy, Temple University. Thesis completed fall 1983.

Member, PhD Thesis Committee of Mr. Kenneth Cleaver, School of Pharmacy, Temple University. Thesis completed April 1984.

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